

12 February 1958

MEMORANDUM FOR: Director of Personnel

SUBJECT: Loss of Experienced Employees

REFERENCE: Your memorandum, dated 28 January 1958, same Subject

1. We have made a quiet survey of personnel, grade 11 and above, in our Division. Only one individual has reported any job offers. The Standard Oil of California made an informal approach in 1956; in 1951 a Department of State, OIR official made an unofficial offer, reported as "no proselytizing"; in 1950 an Ohio corporation, J. Grinnan, Inc., made an offer to the same individual.

2. It might be of interest to quote from two written replies we had to inquiries in the Division.

a. "If I were employed in private business, one of my primary objectives would be to make money. As a CIA employee I find myself waving the flag now and then, but this does not obscure the fact that a healthy percentage of men in the Agency, who are having trouble meeting the basic needs of family life, could be taking home a fatter paycheck today if they had entered private business.

"I like my work."

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b. "1. [REDACTED] orally informed me that comments on the subject matter have been solicited in the hope that some light would be shed on the reasons for the relatively high rate of resignations in the higher grades.

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"2. From [REDACTED] remarks I gathered that those concerned with the problem feel that most resignations are motivated by the financial rewards offered outside the Agency. I do not entirely agree.

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"3. Although some persons undoubtedly resign to accept better paying jobs in private industry, I have the feeling that most resignations are motivated by job dissatisfaction.

"4. There are those employees who resign simply to find jobs that are more rewarding in terms of personal, and perhaps family, interests and happiness. Obviously we can do little to prevent resignations based on this type of motivation.

"5. Then there are those who resign because of real or imagined dissatisfaction with Agency methods of operation, objectives, policies, efficiency, etc.

"6. On the basis of these personal observations, I have the feeling that the problem is caused by internal conditions and not by external financial attractions."

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J. C. KING  
Chief, WHD

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